



# *Direction*

## FY 2015-2018

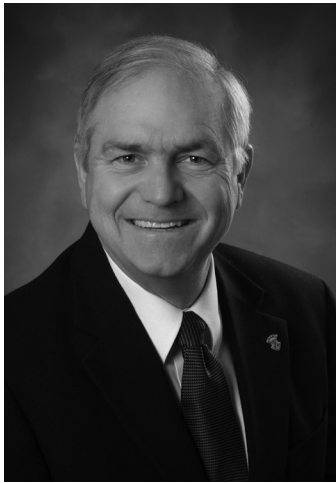
### Annual Strategic Plan



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# *The Director's Message*



This plan outlines the FY 2015 – 2018 agency direction and expectations set by the Idaho Fish and Game Commission. In addition, this plan advances directives by the Idaho Legislature for new initiatives and budget directives.

In FY 2014, we began working strategically with Idahoans to match public expectations and legal mandates with fiscal realities to ensure a responsive and professional Fish and Game. Working with the Legislature we gained a new Commission tool for discounting license fees and proposed a fee lock strategy to encourage sportsmen to purchase licenses in consecutive years. Lack of a hearing on a resident fee increase required cost-cutting measures in license budgets that will affect FY 2015 – 2016 priorities. I acted to uphold a responsive and professional Fish and Game by using legislatively-provided discretion to use salary

savings to enhance the FY 2015 legislative change in employee compensation (CEC) that addresses merit and salary compression.

Over the last two years, we've heard at the Idaho Wildlife Summit, and through the subsequent regional working groups focused on funding the Wildlife Diversity Program, that there is recognition of a need for broader and innovative funding solutions that are not tied to license fees that meet the legal mandate that Fish and Game "preserve, protect, perpetuate and manage" all of Idaho's wildlife. No consensus solution has yet emerged but we continue to strengthen partnerships and leverage resources for management and conservation of species such as wolverine, yellow-billed cuckoo, pygmy rabbits, lynx and leatherside chubs. These efforts are vital to meeting the needs of these species through Idaho's management authority such that federal actions under the Endangered Species Act are precluded and further restrictions to uses of wildlife including to hunting, fishing and trapping are not needed.

There is no doubt that predation and elk management continue to be an important issue that requires more of our time and resources. Wolf management in particular remains controversial and debated on both sides requiring continued communication and legal actions. Developing collaborative management and conservation for sage-grouse to preclude a federal listing will continue to be a priority on behalf of hunters but also on behalf of the State of Idaho because listing would have substantial economic impacts on the economy and on hunting opportunity, and it could diminish state management authority.

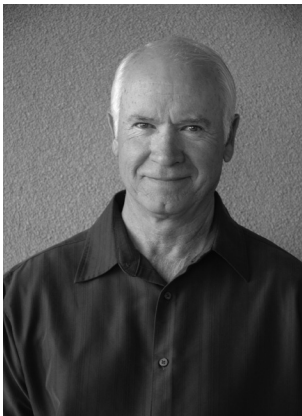
Idaho Fish and Game is at a crossroads relative to resident license fees that have not been adjusted since 2005. We are working with sportsmen and other Idahoans to gain support for an affordable increase as a priority for the 2015 legislative session. I am committed to a "right-size" agency with sufficient revenue that can effectively deliver legal mandates, meet Idahoans' key expectations for their hunting, fishing, and trapping experiences as well as their fundamental expectations for preserving, protecting, perpetuating and managing their wildlife.

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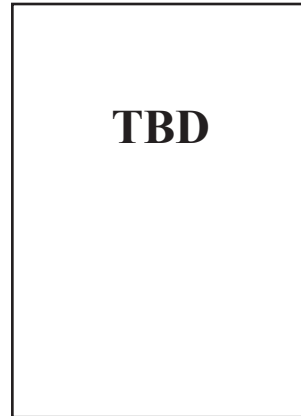
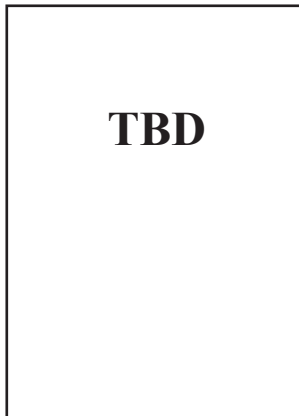
# *Fish and Game Commission*

The Idaho State Legislature created the Idaho Department of Fish and Game in 1899. In 1938, by voter initiative, the Fish and Game Commission was created to set policy for the Idaho Department of Fish and Game in its role to implement the State of Idaho wildlife policy. Commissioners are appointed from seven administrative regions by the governor and serve staggered, four-year terms. Selection of new Commissioners for the Southwest and Southeast regions are in progress at the time of report

submission. The FY 2015 Commissioners are as follows: Brad Corkill (Panhandle), Fred Trevey (Clearwater), TBD (Southwest), Mark Doerr (Magic Valley), TBD (Southeast), Kenny Anderson (Upper Snake), and Will Naillon (Salmon). The Commission holds most of the regulatory authority for fish and wildlife management, and expresses its overall expectations to the Fish and Game in the strategic plan called *The Compass*.



*Kenny Anderson*



*Brad Corkill*



*Mark Doerr*



*Will Naillon*



*Fred Trevey*

## *Our Vision*

The Department shall work with the citizens of Idaho in providing abundant, diverse fish and wildlife and ensuring a rich outdoor heritage for all generations.

# *The Landscape 2015: Key External Factors*

**The Economy**— The sluggish economy over the past several years noticeably affected Fish and Game’s license revenue. License sales are trending upward, albeit slowly and have not returned to 2008 levels. Fish and Game continues measures to ensure revenue and spending are balanced. Legislative intent directs reductions in FY 2015 and FY 2016 license budgets to more closely match projected revenue and plans are being made to reduce license appropriations to meet this legislative intent.

**Energy Development** — Idaho has the natural potential for wind, geothermal, hydro, and solar power. Energy development in our neighbor states puts Idaho right in the path of several proposed transmission corridors. Potential effects to fish, wildlife, and habitat must be assessed and considered as in-state and out-of-state energy demands are addressed. The effects of landscape-scale energy infrastructure on sage-grouse will be a particular emphasis of Fish and Game evaluation in the coming year as proposals for at least two transmission lines and other projects are reviewed.

**Weather and Wildfire** — Extreme weather conditions can create conditions that can affect local populations of wildlife. For example, a dry summer with low food availability for mule deer can cause low winter survival, and a severe winter also can decimate local mule deer populations. Spring conditions influence fuel loads which in turn affect the frequency and intensity of wildfires. Wildfire not only impacts wildlife habitat, but also can close areas to hunting and hunters in the fall which in turn affects participation and agency revenue. Likewise, precipitation levels and timing significantly influence fisheries and therefore angler participation and license revenue.

**Technology** — Rapid changes in technology continually change the way people can receive – and expect – communications, products, and services to be delivered. Staff time must be reallocated, training and specialized expertise is required, and technology must stay up-to-date. These continual challenges require funding that traditionally has not been allocated to communications.

**Climate Change** — Empirical assessments are just beginning for predictive modeling of spatial and temporal effects of climate change on fish, wildlife, and habitat in Idaho and the surrounding states and

provinces. All field staff and program managers are challenged with using emerging climate information to adapt their on-the-ground management to create resiliency in the face of uncertainty. Current legal and policy frameworks also may need to be adapted.

**Greater Sage-Grouse** — Fish and Game provided technical assistance to the Governor’s Office, U.S. Bureau of Land Management, and U.S. Forest Service on the draft Environmental Impact Statement for sage-grouse conservation and also provided technical and financial assistance for sage-grouse conservation projects. Fish and Game will continue to provide technical assistance to the Governor’s Office and to federal land management agencies through completion of the federal Record of Decision on sage-grouse conservation regulatory mechanisms.

**Invasive Species** — Exotic and invasive plants and animals may alter or convert fish and wildlife habitat and compete, hybridize, or prey on native and other desirable fish and wildlife. Significant resources are required to respond to a rapidly growing list of invasive species and to fund interdiction. Fish and Game plays a key support role in prevention, detection and control activities for both aquatic and terrestrial invasive species.

**Nature Deficit Disorder** — The average child spends 44 hours per week plugged into electronic media and a mere 30 minutes outside in unstructured play. This disconnection not only has been linked to childhood obesity, attention deficit disorders, and developmental problems, but also will affect the future of wildlife stewardship. We continue to collaborate with many organizations to educate teachers, families, and children coupled with outdoor experiences, including fishing and hunting.

**Wildlife Diseases** — Increased movement of people, animals, and materials worldwide has increased the potential for native and exotic wildlife diseases to affect Idaho. Additionally, increased human awareness and concern for existing diseases such as hydatid disease, chronic wasting disease, brucellosis, avian influenza, and *Pasteurella* requires a proactive approach to detecting and managing both new and existing diseases.



# *The Landscape 2015:*

## *Strategic Issues*

**Wolf Management** — Wolf monitoring remains critical to fulfilling state obligations for documenting wolf numbers and breeding pair status during the five-year post-delisting federal oversight period, which is expected to end May 5, 2016. Federal financial support has declined by 75% and will cease entirely by 2015. New legislation directs general funds, license revenue, and livestock assessments to financially support wolf depredation management. Wolf management needs to increase emphasis on understanding how hunting and trapping seasons can be set to achieve management objectives for both wolves and for important big game herds suppressed by wolf predation.

**Participation in Hunting and Fishing** — About one in two Idahoans have fished and one in three Idahoans have hunted in the last two years, yet many hunters and anglers do not purchase a license every year (called “churn”). Similarly, although Idaho enjoys one of the highest rates of participation in the country, the percentage of Idahoans who hunt and/or fish has declined as the state’s population has increased. Recruitment, retention, and reactivation of hunters and anglers affect both the outdoor legacy of Idaho as well as the revenue for the agency to fulfill its mission.

**Nonresident Hunters** — Nonresident hunting license sales have declined since 2008. Significantly higher rates for nonresidents to hunt in Idaho has helped keep costs low for residents but the triple whammy of the Great Recession, the 2009 fee increase, and the effects of wolves on elk hunting has changed both the magnitude and pattern of sales. This is an important revenue factor because this component historically accounted for over 55% of total license sales, as each nonresident purchase brings in over ten times the revenue than a resident for the same hunting tag. Therefore, a small increase or decrease in nonresident tag sales has a measurable impact on total license revenue. As a result of direct mailings and marketing techniques in the print and electronic media, along with the general improvement in the economy, Fish and Game has seen a bottoming out of this decline and slight improvement in nonresident sales.

**Managing Predation** — Fish and Game is taking overt actions to manage predation when it impairs reaching fish and wildlife population objectives. The challenge is to define and find a balance between predators and

prey – which is technically difficult, especially when overlaid with legal, policy, or administrative guidelines and recognition that predator and prey may both be important game or at-risk species. Examples include reducing wolf predation on elk to increase elk survival and reducing American white pelican predation on Yellowstone cutthroat trout along the Blackfoot River to improve spawning success. Defining “balance” also includes stakeholders’ opinions, which takes time and money to properly assess.

**Narrow Funding Base** — More than 90 percent of Idahoans say wildlife issues are important to them, yet Fish and Game receives no general tax revenue – the agency’s revenue almost exclusively comes from license sales, excise taxes from hunting and fishing equipment, mitigation funding, and grants. Conservation management for at-risk species, urban wildlife issues, shifting patterns in wildlife-based recreation, and the public’s changing expectations of wildlife management and of Fish and Game require involvement and funding beyond that from hunters, trappers, and anglers.

**Idaho State Wildlife Action Plan** — The Idaho State Wildlife Action Plan provides a framework for conserving “species of greatest conservation need” and the habitats upon which they depend. It is the state’s guiding document for managing and conserving at-risk species. An integrated approach to implementing this strategy across all Fish and Game programs will reduce potential listings under the Endangered Species Act of 1973, as amended, and uphold state authority for managing its wildlife. Fish and Game currently is working with partners to revise the existing plan; the revision is due October 1, 2015.

**Workforce** — As expected, the agency is experiencing an increase in retirements as Baby Boomers reach retirement age. Additionally, there are indications of low employee satisfaction with some connection to pay inequity, compression, and lack of financial resources to uphold state pay policy. Flexibility and creativity in developing alternatives to pay and benefits will be required to attract and retain a younger workforce.

# GOAL—Fish, Wildlife and Habitat

*Sustain Idaho's fish and wildlife and the habitats upon which they depend.*

## Desired Outcomes

- Hunters, anglers, and trappers are highly satisfied with the number and variety of fish and game available for harvest.
- Idaho citizens are highly satisfied with the diversity and health of the state's native fish, wildlife, and plants.
- Idaho's fish and wildlife is managed by the state.
- There is no net loss of habitat.
- Fish and wildlife diseases do not significantly impact fish and wildlife, humans, or domestic animals.
- The Department is highly regarded as a comprehensive source of objective, scientifically based information on fish, wildlife, and plants in Idaho.

## Objective

**Maintain or improve game populations to meet the demand for hunting, fishing and trapping.**

## Strategies

- Develop measurable and achievable management objectives for game species.
- Set harvest rules and regulations to achieve long-term sustainability of populations and habitat.
- Enforce fishing, hunting, and trapping regulations.
- Use artificial propagation, stocking, and translocation where appropriate and cost effective.
- Alleviate wildlife damage to agriculture and compensate landowners for unavoidable losses as provided by law.
- Manage predation to achieve a balance between game and predator populations.
- Intentionally introduce non-native fish and wildlife only if they do not pose genetic, competitive, or predatory risks to native or desirable fish and wildlife.
- Regularly inventory, analyze, and report on game populations and habitats.
- Assess game populations and harvest numbers and adapt regulations to achieve recreation and population objectives.
- Collaborate with tribes, private landowners, and agencies to manage populations and harvest for long-term sustainability.



## Objective

**Ensure the long-term survival of native fish, wildlife and plants.**

### Strategies

- Inventory, monitor, and assess the status of native fish, wildlife, and plants and the habitats upon which they depend.
- Identify species with the greatest need for conservation action.
- Restore native species where they have declined or disappeared.
- Provide information on the distribution, abundance, and conservation of native fish, wildlife, and plants.
- Assist public and private landowners in the conservation, restoration, and enhancement of native fish, wildlife, and plants.
- Collaborate with interested and affected parties to develop and implement plans to recover threatened and endangered species and conserve native fish, wildlife, and plants.

## Objective

**Increase the capacity of habitat to support fish and wildlife.**

### Strategies

- Develop measurable and achievable management objectives for fish and wildlife habitat.
- Assess and prioritize habitats for protection, restoration, or enhancement.
- Provide information, analysis, and recommendations to improve fish and wildlife habitats and reduce impacts from land and water use and development.
- Seek mitigation for adverse impacts to fish and wildlife.
- Provide incentives and assistance to landowners to improve habitat on private land.
- Acquire interest in property where Department management can provide exceptional benefits to fish and wildlife and associated recreation.
- Work in cooperation with other agencies and local governments to prevent the introduction and spread of invasive species.
- Develop partnerships with landowners, land management agencies, and others to restore, enhance, and conserve fish and wildlife habitats.



## Objective

**Eliminate the impacts of fish and wildlife diseases on fish and wildlife populations, livestock, and humans.**

## Strategies

- Monitor fish and wildlife populations for disease.
- Prohibit the importation of fish and wildlife that pose an unacceptable disease risk.
- Ensure that propagation, stocking, and translocation of fish and wildlife do not contribute to the introduction or transmission of diseases.
- Reduce or eliminate high concentrations of wildlife that pose significant disease risk.
- Enhance and enforce laws to protect fish and wildlife populations from disease.
- Reduce or eliminate the risk of transmission of disease between captive and free-ranging fish and wildlife.
- Develop risk assessment, public information, and response strategies for fish and wildlife disease threats.
- Collaborate with other agencies and educational institutions on disease control, prevention, and research.





## Key Services Provided FY 2010-2013

Cases Managed and/or Key Services Provided	FY 2010	FY 2011	FY 2012	FY 2013
Scientifically assess the abundance and health of big game populations to inform management decisions ( <i># of hours of deer and elk aerial surveys flown</i> )	1,025	795	427	719
Alleviate wildlife damage to agriculture ( <i>minimum # of depredation complaints responded to</i> )	1,390	1,232	737	903
Compensate for wildlife damage to agriculture ( <i># depredation claims paid</i> )	31	28	22	25
Improve opportunity to harvest game fish ( <i># of Department-operated hatchery-raised resident and anadromous fish stocked in ponds, lakes, and streams</i> )	27,084,509	32,351,311	23,007,356	23,837,326
Scientifically assess the abundance and health of fish populations to inform management decisions ( <i># surveys conducted on lakes, reservoirs, rivers, and streams</i> )	918	652	1,297 <sup>c</sup>	464
Enforce fish and game laws ( <i># of warnings and citations issued</i> )	4,799	4,053	4,175	3,480
Protect game populations, provide information, ensure human safety ( <i># of licenses checked by officers in the field</i> )	82,393	65,893	65,684	60,653
Provide information, analysis, and recommendations to improve fish and wildlife habitats and reduce impacts from land and water use ( <i>minimum # technical comments, reviews, meetings, site visits, and technical data requests filled</i> )	2,466	2,886	2,438 <sup>a</sup>	2,296 <sup>a</sup>
Minimize the impacts of fish and wildlife diseases on fish and wildlife populations, livestock, and humans ( <i># cases, biological samples, and necropsies handled by health labs</i> )	2,980	2,954	2,825	2,924
Provide information to license buyers to increase their recreation satisfaction and opportunities ( <i># visitors to Idaho Hunt Planner and Fish Planner web pages</i> )	174,615	226,592	174,483	264,962
Provide for community and public involvement in management and education while reducing costs ( <i># Volunteer, Reservist, and Hunter Ed Instructor hours</i> ) <sup>b</sup>	69,835	71,868	74,848	56,779 <sup>a</sup>

a – Tally is incomplete

b – Measure combines fiscal and calendar years

c – The noticeable increase is due to a change in how anadromous fish creel surveys are counted.

## FY 2015-2018 Management Direction

FY 2014-2017 Management Direction	Brief statement of FY14 status/progress/accomplishment	FY 2015-2018 Management Direction
Emphasize elk and mule deer restoration.	Elk herds have declined significantly in parts of Idaho (largely the remote areas), while herds have increased in the urban and agricultural areas.  Mule deer populations are currently stable or increasing in most areas of the state.	Emphasize elk restoration particularly in the Panhandle, Selway, Lolo, Middle Fork, Sawtooth, and Salmon zones.
Align predation management with elk and mule deer restoration.	Predation management plans for the Lolo/Selway and Middle Fork zones are complete. The Sawtooth and Panhandle plans are in process.	Align predation management with elk restoration.
Complete and implement the Elk Management Plan.	Elk Management Plan completed and approved by the Fish and Game Commission in January 2014.	—
Manage wolves to maintain delisted status and reduce conflict with ungulate herds and domestic livestock.	Maintained wolf monitoring program to document status relative to delisting criteria. Actively managed conflicts in cooperation with USDA Wildlife Services and landowners.	Manage wolves to maintain state management; work with the Wolf Depredation Control Board to manage depredation.
Minimize legal challenges to state management of wolves.	One lawsuit that challenged Fish and Game's actions to control the wolf population in the Middle Fork Zone is being defended in federal court.	<i>Combined with Management Direction listed above</i>
Support state actions that preclude sage-grouse listing.	Fish and Game provided technical assistance to the Governor's Office, U.S. Bureau of Land Management, and U.S. Forest Service on the draft Environmental Impact Statement for sage-grouse conservation. Fish and Game also provided technical and financial assistance for sage-grouse conservation projects.	Support state actions that preclude sage-grouse listing.
Delist bull trout.	Fish and Game provided significant input on the U.S. Fish and Wildlife Service's draft recovery plan for bull trout and helped get Montana, Nevada, Washington and Oregon to also provide input. The draft is expected to be out for public review in July 2014. Concurrently, Fish and Game continued projects that reduced risk to local bull trout populations, including lake trout reductions in Lake Pend Oreille.	Delist bull trout.
Ensure an efficient and effective fish hatchery program.	Statewide evaluation of stocked trout continued for a second year; hatchery techniques and size of trout stocked have been refined and have led to increased harvest and catch by anglers.  Cost savings are being used to offset increased cost of fish feed in an attempt to keep statewide fish production and stocking whole. Ashton Hatchery was closed resulting in two vacant FTE's and savings of license funded personnel and operating dollars (with no reductions in fish stocking). Trout egg production at Hayspur Hatchery continues to increase, thereby reducing the cost of purchasing eggs from commercial sources.  Renovations done by Idaho Power Company at their Niagara Springs Steelhead Hatchery are expected to reduce disease and the handling of fish, thereby improving survival and efficiency.  Springfield Sockeye Hatchery construction was completed and it will play a key role in recovering ESA-listed Snake River Sockeye. Hatchery construction and operations are funded by Bonneville Power Administration.	Ensure an efficient and effective fish hatchery program.



Accomplish Yellowstone cutthroat trout conservation and management in the Blackfoot River including pelican predation management.	Fish and Game continued to operate the Blackfoot River fish trap to monitor Yellowstone cutthroat trout. A total of 831 adults were passed above the trap, fewer than in 2013 but more than the five-year running average. Fish and Game received expanded depredation permit authority from U.S. Fish and Wildlife Service to reduce cutthroat predation by American white pelicans. Five hundred nests were removed and 65 adult pelicans were taken; 340 active nests remained and management objectives were met.	Accomplish Yellowstone cutthroat trout conservation and management in the Blackfoot River including pelican predation management.
Achieve settlement for wildlife impacts from federal hydropower development.	<p>Settlement negotiations are ongoing. Negotiations with Bonneville Power Administration for the southern Idaho projects (Black Canyon, Deadwood, Anderson Ranch, Minidoka, and Palisades) have narrowed the differences of the terms of settlement agreement between the parties. The focus is now on working out final details and terms that may bring an agreement.</p> <p>Fish and Game discussed Albeni Falls settlement negotiations with Bonneville Power Administration for more than a year with no agreement. These discussions, while focused on the settlement of impacts to wildlife, are made more complex by lake level management and that there is no allocation of mitigation debt among the state and three American Indian Tribes.</p>	Achieve settlement for wildlife impacts from federal hydropower development.
		<p><b>New</b></p> <p>Integrate State Wildlife Action Plan implementation across Fish and Game programs.</p>



## FY 2013-2018 Performance Measures

Performance Measure	2013	2014	2015	2016	2017	2018	Benchmark
1. Compliance with regulations ( <i># of violations / # of licenses checked</i> )	3480 / 60,653 (5.8% / 10.7%)						Less than 10% of licenses checked result in violation / check 15% of total licenses sold
2. Elk and deer populations are meeting objectives ( <i>% zones and units meeting objectives</i> )	83%						90 by 2015
3. Opportunity to harvest game fish ( <i># of Department-operated hatchery-raised resident and anadromous fish stocked in ponds, lakes, and streams</i> )	23,837,326						23,900,000

### Performance Measure Explanatory Notes:

1. The benchmark is based on past performance by Department officers.
2. The metric is based on cow elk in elk zones; % 4-point mule deer bucks in mule deer data analysis unit; % 5 point whitetail bucks in whitetail data analysis unit. The benchmark is a 5-year target to meet objectives laid out in big game species plans. Objectives in the plans are based on historical biological data as well as the social requests for various hunting experiences. Many external factors, such as wildfire and weather, affect the Department's ability to achieve objectives.
3. The benchmark is based on maintaining the FY2013 level of production.





# GOAL—Fish and Wildlife Recreation

*Meet the demand for fish and wildlife recreation.*

## Desired Outcomes

- Hunters, anglers, trappers, and wildlife viewers are highly satisfied with fish and wildlife recreation opportunities.
- Landowners allow access for fish and wildlife recreation.
- Recreational opportunities are abundant and well distributed around the state, while conflicts between recreationists are few and far between.
- Hunters, anglers, trappers, and wildlife viewers enjoy broad public support for their recreational activities.
- There is broad recognition and support in Idaho for the economic and social benefits of fish and wildlife recreation and management.

## Objective

**Maintain a diversity of fishing, hunting, and trapping opportunities.**

## Strategies

- Provide opportunities and experiences based on demand, Idaho's landscapes, and fish and wildlife resources.
- Provide opportunities specific to the needs of beginners, youth, people with disabilities, and families.
- Stock and transplant fish and wildlife where appropriate and cost effective.
- Develop regulations that increase opportunity and variety while reducing conflicts between user groups.
- Assess participation, demand, and satisfaction with hunting, fishing, and trapping opportunities. Adjust management to achieve objectives.



## Objective

**Sustain fish and wildlife recreation on public lands.**

### Strategies

- Collaborate with land management agencies to provide a variety of recreational opportunities, manage access, reduce impacts and conflicts, and achieve objectives for recreation and fish and wildlife populations.
- Collaborate with outfitters and guides to promote sustainable fish and wildlife recreation, reduce conflicts, and achieve objectives for recreation and fish and wildlife populations.
- Protect the public's right to use public waters for hunting, fishing, trapping, and wildlife viewing.
- Obtain public access across private lands to public lands.
- In partnership with land management agencies, provide information on fish and wildlife recreational opportunities and access on public land.
- Improve management of motor vehicles and enforcement of rules on state and federal lands through partnerships with state and federal agencies and local governments.
- Provide fish- and wildlife-based recreation on lands owned or managed by the Department.
- Provide specialized access opportunities for people with disabilities.
- Assess participation, demand, and satisfaction with fish and wildlife recreation on public land. Adjust management to achieve objectives.

## Objective

**Increase opportunities for wildlife viewing and appreciation.**

### Strategies

- Promote and publicize wildlife-viewing opportunities.
- Provide wildlife viewing opportunities on lands managed or owned by the Department.
- Partner with other agencies, local communities, and others to develop wildlife viewing facilities, opportunities, and materials on other land ownerships.
- Assess participation, demand, and satisfaction with wildlife-viewing and appreciation opportunities. Adjust management to achieve objectives.



## Objective

**Increase the variety and distribution of access to private land for fish and wildlife recreation.**

### Strategies

- Assess opportunities to access private land.
- Provide incentives and services to landowners who allow public access.
- Collaborate with landowners and commercial operators to provide public recreation opportunities on private lands.
- Assess participation, demand, and satisfaction with access opportunities on private land. Adjust management to achieve objectives.

## Objective

**Maintain broad public support for fish and wildlife recreation and management.**

### Strategies

- Enforce hunting, fishing, and trapping regulations.
- Emphasize ethics, safety, and fair chase in hunting, fishing, trapping, and other wildlife education programs.
- Expand opportunities to take mandatory hunter and bowhunter education classes.
- Support mentoring programs for new hunters and anglers.
- Provide information on proper wildlife-viewing techniques and behavior.
- Restrict the use of technological advances in fish and wildlife recreation when they compromise fair chase and management objectives.
- Promote hunting, fishing, and trapping as legitimate uses of fish and wildlife and compatible with the conservation of all wildlife.
- Publicize the social and economic benefits of hunting, fishing, and other wildlife-based recreation.
- Monitor public support for fish and wildlife recreation and management.



## Key Services Provided FY 2010-2013

Cases Managed and/or Key Services Provided	FY 2010	FY 2011	FY 2012	FY 2013
Provide opportunity to harvest game fish and wildlife (# of hunting, fishing, and combination licenses sold)	548,949	523,698	573,714	566,460
Provide public access to private lands or through private lands to public lands for hunting, fishing, and trapping (acres provided through Access Yes! program)	901,968	918,227	924,080	882,976
Provide public access to important wildlife areas for hunting, fishing, trapping, and viewing (# of acres managed)	365,700	364,800	380,000	388,000
Provide opportunity to hunt big game (# elk and deer hunter days) <sup>b</sup>	1,259,428	1,301,670	1,258,684	NA <sup>b</sup>
Provide opportunity to harvest salmon and steelhead without harming threatened populations (angler hours spent fishing for salmon and steelhead)	2,154,714	1,928,312	1,928,916	1,540,969
Provide public access to fishing waters (# fishing and boating access sites maintained)	354	350	330	328
Educate students about hunting and firearms safety, ethics and responsibilities, wildlife management, and fish and game rules and regulations (# of students Hunter Education certified)	9,860	10,971	8,703 <sup>a</sup>	9,117 <sup>a</sup>

a - Tally is incomplete

b - Measure based on a calendar year





## FY 2015-2018 Management Direction

FY 2014-2017 Management Direction	Brief statement of FY14 status/progress/accomplishment	FY 2015-2018 Management Direction
Manage Wildlife Management Areas to meet updated wildlife objectives and license-buyer expectations.	Managed approximately 380,000 acres of important wildlife habitat that also provide about 700,000 user days of recreation annually. Ten-year management plans were completed for 32 Wildlife Management Areas and better integrated public input, recreational uses, and wildlife diversity objectives.	Manage Wildlife Management Areas to meet updated wildlife objectives and license-buyer expectations.
Make it easier to go hunting and fishing.	<p>The Hunter Recruitment and Retention Program was launched that will reach out to key demographics (young adults) and will assess the efficacy of those efforts.</p> <p>New licensing options were implemented. The new nonresident disabled veteran license structure received great feedback and has created some first-time Idaho hunters. The 3-year license is a convenience option, as is the new option to buy an annual license on the internet and immediately print the license from home to go out in the field. The license system was updated to allow trappers to renew at any vendor location instead of only Fish and Game field offices.</p> <p>Ongoing efforts include the rod loaner programs, hunter safety and youth programs (over 10,000 participants per year), fish stocking in urban ponds, and education programs and workshops such as Class in the Creek, Salmon and Steelhead Days, and Trout Camp.</p>	Make it easier to go hunting and fishing, including efforts that recruit new participants, retain current ones, and reactivate those who have dropped out.
Make areas for hunting, fishing, and trapping more accessible and convenient.	<p>Through the Access Yes! program, Fish and Game worked with private landowners to provide access to over 437,000 acres of private land. Partnerships with non-governmental organizations and federal agencies were developed to improve amenities and access on federal lands currently open. Submitted grant proposal to U.S. Department of Agriculture that would significantly increase funding to improve access.</p> <p>Over \$1 million was invested statewide to maintain and develop sites for angler boating and fishing access. Where feasible, these facilities are compliant with the Americans with Disabilities Act.</p>	Make areas for hunting, fishing, and trapping more accessible and convenient, with particular emphasis on developing partnerships.

## FY 2013-2018 Performance Measures

Performance Measure	2013	2014	2015	2016	2017	2018	Benchmark
4. Landowners allow access for fish & wildlife recreation (# of properties enrolled / # private acres in Access Yes! Program)	110 / 442,951						115 / 700,000

### Performance Measure Explanatory Notes:

4. The benchmark is based on past success of the Access Yes! program.

# GOAL—Working With Others

*Improve public understanding of and involvement in fish and wildlife management.*

## Desired Outcomes

- A broad spectrum of the public participates in and supports management decisions.
- Idaho citizens are well-informed and knowledgeable about fish and wildlife resources and the Department's management role.
- Fish and wildlife management is based on sound science and is responsive to the needs and expectations of Idaho citizens.
- Information related to Idaho's fish, wildlife, plants, and ecosystems is easily accessible in a variety of formats.

## Objective

**Improve citizen involvement in the decision-making process.**

## Strategies

- Publicize the Department's public involvement and decision-making processes.
- Ensure that interested and affected parties are notified of opportunities to participate in decisions and that all voices are heard.
- Improve the variety and convenience of opportunities for citizens to be involved in Department decisions.
- Provide quality and timely response to input from citizens and include rationale for decisions.
- Assess and report on the values, attitudes, and opinions of citizens regarding fish and wildlife.
- Improve coordination, effectiveness, and quality of public involvement efforts.
- Assess participation in and satisfaction with public involvement processes. Adjust programs to improve performance.



## Objective

**Increase public knowledge and understanding of Idaho's fish and wildlife.**

## Strategies

- Provide user-friendly regulations and information.
- Provide timely and accurate information on recreational opportunities, management actions, and important news related to fish and wildlife.
- Publicize resource management issues and Department programs that address them.
- Develop effective partnerships with resource management agencies, schools, universities, civic organizations, interest groups, businesses, and individuals to inform and educate the public.
- Develop effective methods for conveying and distributing information about fish and wildlife.
- Evaluate education, information, and outreach efforts and determine the needs, expectations, and interests of the public. Adjust programs to meet objectives.
- Improve internal communication and knowledge of the Department's programs and activities.
- Promote the use of Department facilities for fish and wildlife educational opportunities.
- Provide a variety of "how to" hunting and fishing classes as well as other fish and wildlife educational opportunities.

## Key Services Provided FY 2010-2013

Cases Managed and/or Key Services Provided	FY 2010	FY 2011	FY 2012	FY 2013
Provide information on fishing and hunting, fish and wildlife, educational programs, volunteer opportunities, and other general agency information to the public ( <i>average # visitors per month to agency website</i> )	253,495	265,410	208,525	255,913
Train schoolteachers about how to improve their students' awareness, knowledge, skills, and responsible behavior related to Idaho's fish and wildlife. ( <i># teachers who attended Project Wild workshops</i> )	432	446	425	654
Provide information to license buyers to increase their recreation satisfaction and opportunities ( <i># visitors to Idaho Hunt Planner and Fish Planner web pages</i> )	174,615	226,592	174,483	264,962
Provide for community and public involvement in management and education while reducing costs ( <i># Volunteer, Reservist, and Hunter Ed Instructor hours</i> ) <sup>b</sup>	69,835	71,868	74,848	56,779 <sup>a</sup>

a - Tally is incomplete

b - Measure combines fiscal and calendar years


## FY 2015-2018 Management Direction

FY 2014-2017 Management Direction	Brief statement of FY14 status/progress/ accomplishment	FY 2015-2018 Management Direction
Follow through on the Idaho Wildlife Summit to strengthen citizen engagement in wildlife conservation and management.	<p>Used the Wildlife Summit as an outreach tool to engage citizens. A webpage was developed to inform Summit participants on subsequent efforts, of opportunities to participate in wildlife-based recreation, and of ways to become more involved.</p> <p>Shane Mahoney, keynote speaker at the Idaho Wildlife Summit, returned to Idaho and addressed the Idaho Environmental Forum about the need for broader citizen engagement in wildlife management. His talk was broadcast throughout the state on National Public Radio. He also appeared on Idaho Public Television's Dialogue.</p>	Strengthen citizen engagement in wildlife conservation and management and use existing programs such as Master Naturalist, Project Wild, and volunteers to keep citizens engaged.
Create more effective communications.	<p>Online and mobile technology is being used to improve communications:</p> <p>Fish and Game is implementing a new content management framework for its website and will use the "Create Once, Publish Everywhere" framework by using the web to help disseminate, categorize, organize, and build communities around the various Fish and Game efforts and programs.</p> <p>Fish and Game used "web-chats" to expand public participation. In FY14, eight live chat events (1,198 participants) were hosted on topics including elk management, licensing, fishing, and wolverine conservation.</p> <p>The Fishing Planner is being restructured and formatted for mobile application, and fish managers have expanded opportunities for salmon anglers to weigh in on fishery management and rules by supplementing in-person public meetings with email lists, soliciting input at anglers' convenience.</p>	Create more effective communications, both internally and externally.
Inform Idaho planners and decision-makers about economic benefits of wildlife recreation to promote outcomes that accommodate state wildlife management and conservation objectives.	<p>A short video, "Fish and Game by the Numbers", was designed to inform citizens about the economic benefits and overall productivity of state wildlife management.</p> <p>Hunting, fishing, and wildlife watching generated over \$2.1 billion in economic output in Idaho. Almost 26,000 jobs are supported and \$155 million in state and local taxes are generated by people spending money on these activities in Idaho each year.</p>	Inform Idaho planners and decision-makers about economic benefits of wildlife recreation to promote outcomes that accommodate state wildlife management and conservation objectives.





## FY 2013-2018 Performance Measures

Performance Measure	2013	2014	2015	2016	2017	2018	Benchmark
5. Effectively convey and distribute information about wildlife and wildlife-based recreation ( <i># of unique visitors per year to Fish and Game website</i> )	1.35 million						See Note

### Performance Measure Explanatory Notes:

5. This benchmark is under review. The website is being restructured in early 2014 and new goals will be set by the web strategy team.



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# GOAL—Management Support

*Enhance the capability of the Department to manage fish and wildlife and serve the public.*

## Desired Outcomes

- Employees are recognized and respected for public service and leadership in fish and wildlife management.
- The Department attracts and keeps highly qualified personnel.
- The Department is recognized as an effective and efficient state agency.
- Funding is sufficient to manage fish and wildlife and serve the public.
- All that pay benefit; all that benefit pay.

## Objective

**Attract and retain a diverse and professional workforce.**

### Strategies

- Reward leadership, integrity, competency, professionalism, and innovation.
- Require training in supervision, performance evaluation, and leadership for all supervisors.
- Promote and provide training and continuing education opportunities.
- Recruit and train volunteers to assist Department employees.
- Seek competitive compensation when developing recommendations for state employee compensation.
- Provide career development, promotional opportunities, and relocation assistance.
- Improve recognition, celebration, education, and wellness programs that value employees.

## Objective

**Provide equipment and facilities for excellent customer service and management effectiveness.**

### Strategies

- Maintain and upgrade facilities and equipment.
- Design and locate offices for customer service and convenient access.
- Partner with other agencies to combine offices where feasible.
- Provide a safe, pleasant, and well-equipped work environment.



## Objective

**Improve information management and business systems.**

### Strategies

- Develop and implement a long-term plan for information technology and management.
- Improve tools for entry, storage, retrieval, reporting, and dissemination of biological and business data.
- Develop cooperative efforts to gather and exchange information on fish, wildlife, and plants.
- Develop and implement standardized sampling and data collection protocols.
- Provide access to and training in the use of information management systems.
- Implement an electronic licensing system that is reliable, adaptable, user friendly, and cost effective.
- Continually review, adapt, and improve business practices to enhance effectiveness and accountability.
- Devise and implement ways to enhance teamwork, internal communication, and decision making.

## Objective

**Improve funding to meet legal mandates and public expectations.**

### Strategies

- Continue to use revenue generated by hunters, anglers, and trappers for programs that benefit hunting, fishing, and trapping.
- Develop a funding mechanism to adjust license fees to keep pace with the cost of managing hunting and fishing programs.
- Obtain funding through grants and partnerships that support the Department's mission.
- Develop new funding for fish and wildlife programs that benefit all Idaho citizens.
- Seek efficiencies and cost savings in all programs.
- Use research and marketing to enhance license sales.
- Facilities, equipment, and information systems are safe, reliable, and cost effective.

## FY 2015-2018 Management Direction

FY 2014-2017 Management Direction	Brief statement of FY14 status/progress/accomplishment	FY 2015-2018 Management Direction
Measure sportsmen's attitudes and expectations for Fish and Game's conservation enforcement.	A study was completed and results indicate four main themes to be addressed: 1) managing violations; 2) conservation officer training; 3) provide a voice to the public; and 4) provide information for future. Fish and Game developed a database on unlawful harvest of big game to address the fourth theme. The study also indicated low awareness of Citizens Against Poaching; Fish and Game has placed billboards in the Magic Valley Region at two locations on the interstate to increase awareness.	Increase efficiency and effectiveness of conservation law enforcement by increasing the public's awareness of the effects of unlawful harvest, improving detection rates, training officers, and implementing recommendations from the 2012 study.
Develop strategies for addressing declines in nonresident hunting license and tag sales.	Fish and Game contracted with a marketing research and communications firm to analyze license buyer data, conduct focus groups and create marketing strategies aimed both at resident and nonresident license and tag buyers. Fish and Game also is evaluating options to take advantage of newly-granted Commission discount authority to add value to license-buyers and to increase revenue.	Implement strategies for addressing declines in nonresident hunting license and tag sales, such as offering discounts.
Use a portfolio of tools, including marketing, to position license revenue to match Fish and Game appropriation.	Managers and administrators have reviewed, prioritized, and cut programs and budgets in preparation for the FY 2015 budget proposal that strategically reduces its license appropriation to 105% of projected revenue.  Fish and Game is bolstering marketing efforts to both add value to license-buyers and increase revenue. Efforts include a strategic marketing research and communications project, changing Fish and Game's website theme to highlight the appeal of hunting and fishing in Idaho, promoting new license options such as the 3-year license, and improving sales of Super Hunt tags and second tags for deer and elk.	Use a portfolio of tools, including marketing and legislative revenue increases, to position license revenue to match Fish and Game appropriation.
Rebalance Fish and Game's portfolio of spending to ensure good return on investment.	This approach was used to address the fish hatchery program (see page 9).	_____
Create a portfolio of financial tools that include customer service incentives to manage "churn."	An internal analysis of license sales patterns and two focus groups with license-buyers helped Fish and Game develop a "fee lock" proposal intended to reduce churn. Although the Commission was granted discount authority, a proposed fee increase failed thus preventing a "fee lock" from being possible.  Secondary research on existing economic, financial, and marketing studies has been conducted by a professional marketing firm contracted by Fish and Game. Two thematic surveys have been conducted to hone in on potential actions and messages that will be tested with focus groups.	Create a portfolio of financial tools that include customer service incentives to manage "churn."
Lay the foundation to broaden Fish and Game's funding base for the 2014 legislative session.	Two ideas generated by Regional Working Groups tasked with helping identify options for funding the Wildlife Diversity Program were considered by the Fish and Game Commission for FY 2014 legislation. One - amending the wildlife special license plate legislation - did not succeed in legislative committee for consideration in 2014.	Continue to work with legislators and citizens and emphasize communications about the programs and services that benefit the broad spectrum of Idahoans.



Align our cost accounting system to more effectively track expenditures with goals, objectives, and actions of The Compass.	No progress made.	Evaluate mechanisms and financial resources required to better align expenditures with The Compass.
Secure additional Southwest Region and Panhandle Region office space.	<p>A feasibility analysis was performed on several possible site locations for the relocation of the Southwest Regional Office. The project is on hold pending budget considerations.</p> <p>A project to construct two new hunter education classrooms as well as seven new hunter education/ wildlife offices for the Panhandle Regional Office is in the final design stage. The project will be bid July 2014 and occupancy will occur first part of 2015.</p>	Secure additional Southwest Region office space when agency resources are available.

## FY 2013-2018 Performance Measures

Performance Measure	2013	2014	2015	2016	2017	2018	Benchmark
6. Attract and retain highly qualified personnel (% successful registers / % retention of hired FTEs after 2 years employment)	98 / 90						94 / 88
7. All that pay benefit, all that benefit pay (% of funding that comes from the general Idaho public)	2.6%						20% by 2020

### Performance Measure Explanatory Notes:

6. A "successful register" is defined as one with at least 5 qualified applicants. The percent of successful registers was determined by the formula  $[\# \text{ successful registers} + \text{total open competitive registers}] * 100$ . The benchmark is based on the average over the past four fiscal years.

7. "Funding from the general public" is defined as revenue from the sales of wildlife license plates, the non-game tax check-off, donations to the Department, and interest income. The percent of funding from the general public was calculated by the formula  $[\text{funding from general public} + (\text{funding from general public} + \text{license sales})] * 100$ . The benchmark is a 5-year target based on data from the U.S. Sportsmen's Alliance Foundation's 2001 Survey of State Wildlife Agency Revenue. By using the formula  $[\text{general fund revenue} + (\text{general fund} + \text{license revenues})] * 100$  for all state fish and wildlife agencies, we calculated a nationwide percent of about 20%.



## *Our Mission*

(Idaho Code Section 36-103)

All wildlife, including all wild animals, wild birds, and fish, within the state of Idaho, is hereby declared to be the property of the state of Idaho. It shall be preserved, protected, perpetuated, and managed. It shall only be captured or taken at such times or places, under such conditions, or by such means, or in such manner, as will preserve, protect, and perpetuate such wildlife, and provide for the citizens of this state and, as by law permitted to others, continued supplies of such wildlife for hunting, fishing and trapping.



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